strategic
networks group
the broadband economists

| November 2011 | **e-Solutions Outreach and Preparation Manual** |

Prepared for: *Office of Broadband Outreach and Development*
Commonwealth of Kentucky

Strategic Networks Group, Inc

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1. Maximizing Participation in the e-Solutions Benchmarking Process

The importance of gaining the maximum participation in your survey efforts cannot be overstated: the higher the percentage of participation the higher the accuracy of the findings and the more refined the analysis. Especially for regions and communities.

That is why it is so important to engage stakeholder groups that can help and encourage their constituents to take the 15 minutes or so to thoughtfully complete the business and household surveys.

Developing valid broadband use and impact statistics within regions of Kentucky, distinct industry sectors and household segments is of utmost importance to the guidance which e-Solutions Benchmarking will offer. All regions of the commonwealth and as many industry sectors as possible should be encouraged to complete this survey as a means to develop insights and actionable intelligence that can guide future broadband adoption and utilization initiatives statewide and within each region and industry sector.

Regular communication to each group throughout the data gathering portion of this project is critical to its success. Sample correspondence to a few of the more common industry sectors is contained herein as a starting point for your communication efforts. Each sample is merely a suggested format and content should be customized to speak to your intended audience.

The data collected will enable the Commonwealth of Kentucky to develop a roadmap for investing in those areas identified by the survey and support the ability to:

Help your businesses and organizations be more productive and competitive

- Develop strategies to drive innovation by uncovering the current patterns of Internet use
- Understand where investments will have the greatest impact by identifying needs, gaps, and demand for broadband
- Improve local productivity and competitiveness by benchmarking against peers and industry sector leaders, within and outside your region
- Promote awareness, drive utilization, and leverage assets to maximize socio-economic benefits
- Track outcomes, measure impacts, reveal successes, and identify where further investment is needed

2. Introducing e-Solutions Benchmarking and Analysis

As government agencies, businesses, and citizens across the State look for ways to compete and flourish in a post-globalization economy, recent investments in broadband infrastructure made through the American Reconstruction and Recovery Act (ARRA Stimulus) funding have the _potential_ to be transformative. It is the core business of SNG to turn potential into success – measurable in jobs, company attraction and retention, increased tax base and revenues, and more efficient and effective citizen services.

The key to deriving economic benefits from broadband infrastructure is maximizing its productive use through e-solutions – the value-added services and applications that enable organizations and households to transform how they work and live through broadband and accompanying technologies. Forward-looking governments understand the direct benefits broadband and e-solutions bring, including increasing competitiveness, productivity, and revenues – which in turn improve the retention and creation of jobs as well as improving local quality of life. Understanding that results will come, however, is not enough: maximum return on investment requires executable strategic and tactical action plans.

SNG is committed to providing stakeholders and policymakers with current, relevant data on broadband demand, adoption, utilization, economic benefits, and end-user drivers for greater uptake. We derive essential, actionable intelligence by uncovering the existing barriers to adoption and current utilization of e-solutions by households, businesses, and civic organizations. SNG will use this baseline information to drive the development, execution, and continuous improvement of a tactical implementation plan. Put into action, the plan becomes a roadmap to accelerate and optimize measurable and sustainable socio-economic gains through the adoption of e-solutions and meaningful use of ICT.

Our core program elements will give the Office of Broadband Outreach and Development, the Kentucky Council of Area Development Districts, and other stakeholders the **data, analysis, strategy, actionable economic development plan, and constituent buy- analysis needed to put communities and regions in a position to compete in the global economy**.

The foundation of this e-Solutions Benchmarking (eSB) initiative is collection of data on how broadband and e-solutions are being used, as well as how they could be utilized. eSB collects geo-coded information directly from businesses, organizations, and households. Comparative results, showing how regions stack up against others, are summarized using SNG's Digital Economy Index. eSB reveals the benefits currently being realized – and the outcomes and benefits that can be reached by government, businesses, organizations, and households from e-solutions.

SNG's eSB helps to quantify and qualify individual, institutional and commercial usage, what drives e-solutions, and the barriers to adoption. These measurements are the first step in uncovering and ultimately realizing broadband's potential. SNG works with stakeholders to ensure that issues and questions specific to their needs and priorities are addressed through the e-Solutions Benchmarking

process.

Information gathered from the eSB surveys of organizations (commercial and non-commercial), as well as households) will guide the design of strategy and action plans for economic development through broadband initiatives – ensuring that investments are impactful and highly successful – generating returns through more productive businesses, organizations, and competitive local economies.

To acquire the necessary broadband adoption and utilization data, two surveys will utilize SNGs proprietary online **e-Solutions Benchmarking** (eSB) tool to uncover the current state of utilization of e-solutions by 1) households, 2) businesses and other organizations. SNG's "business" survey includes both commercial and non-commercial organizations, including nonprofits and local governments.

SNG will invite approximately 30,000 business and 70,000 households to participate in the online e-Solutions Benchmarking process. Based on past experience, SNG anticipates that useable responses will be received from approximately 3,000 organizations and 1,500 households.

3. Survey Pre-deployment Check-List

Data collection efforts such as what you are about to undertake have a number of elements that need to be addressed, pre-, during and post-deployment. The guideline checklist below is an effort to insure that no element "slips through the cracks" during the process, while providing an indication of the lead time typically associated with each task.

Task	Requirement	Comments	Lead time (weeks prior to survey deployment)
Outreach and Promotion			
❑	Press releases and other public announcements	Press releases and media campaigns from government usually require official review through Governor's communications office. Need to define media efforts, who will be the issuing body and what authorization is required.	8
❑	Contact stakeholders willing to help get the message out		6
❑	Identify stakeholder communication channels	Need to arrange with each cooperating stakeholder which channels they will use to communicate with their constituency. The most common channels usually are periodic newsletters (electronic or otherwise), eSB specific e-mails to their mailing lists, and notices on their web-sites. Identify if they are willing to share their mail-lists to supplement our own contact list.	6
❑	Website messaging - client and stakeholder websites	Place notice on Sponsor's web site (OBOD?); also see if other sites will post. Agreement and arrangements need to be made in advance; actual posting of material would be one week before.	4
❑	Newsletter and other existing contact methods	Publication cycle - Lead time needed so exposure is prior to deployment	4
❑	Media contact - state or regional	Publication cycle - Lead time needed so media exposure is week prior to deployment	4
❑	Identify options for survey participation incentives and coordinate	This applies to DEi Scorecards or other incentives that may be offered.	4
❑	Direct email to constituencies	Stakeholder org emails to members	2

Survey Customization			
❑	Identify stakeholder groups to engage for data collection requirements	A key motivated representatives of target segments K - 12; post-secondary; economic development agencies; tele-health; BTOP and RUS award winners in rural areas. Need to prioritize list of agencies and agree on who will be contacting which agencies, to be done by OBOD and ADDs with support from Baker and SNG.	5
❑	Identify focus areas of interest	Start with high priority agencies identified in previous step, inviting them to the workshop and beginning discussion so that they understand both the opportunity and the constraints.	6
❑	Define additional survey requirements for implementation	For formulation of additional survey questions or question modules. To be done at a general level during the workshop, with more specific discussions occurring immediately following the workshop.	3
❑	Review survey additions	Internal with project steering committee	2
Deployment Logistics			
❑	Endorsing agent(s) for email invitations	Which agency and signatory on the primary e-mail invitation. Identify other senders and agencies if applicable. Name and title.	5
❑	Preparation/approval of email invitation messaging	Who needs to approve e-mail invitations	4
❑	Client website page for publishing survey links	We need an official website (OBOD?) to refer prospective respondents who have not received a direct invitation. This site would have a link to an on-line survey. Identify agency and procedures to implement this step.	4
❑	Client logo for emails and banner	Identify and obtain any agency logos	3
❑	Speed test site - client preferred or other	Survey includes a speed test link. Best to use one already being used, eg. For mapping, if available.	3
❑	Client domain email address for sending invitations	Replies redirected to SNG for handling. OBOD? Need to coordinate with technical staff to implement.	2
❑	Client contact for selected email reply follow-up	Some people reply directly to the sender	2
❑	Messaging content for client survey web page		1
❑	Client web page as landing page after survey completion	usually an existing web page	1
❑	Banner for online surveys	Survey title and logos	1
❑	Client testing of email invitations and survey links	Final agreement on email invitations	1

4. Sample Materials

a. Press Releases

For Immediate Release

**Kentucky Launches New Comprehensive Broadband Survey:
An Opportunity for Public Input in Broadband Planning**

Frankfort, KY (January xx, 2011) – The Office of Broadband Outreach and Development (OBOD) announces today its launch of a new on-line survey to obtain direct input about broadband access and use across the Commonwealth of Kentucky. The survey is part of a rigorous broadband mapping and planning project for Kentucky. The design and size of this survey will provide businesses, organizations, decision-makers, and citizens with the most comprehensive, accurate, and current information on the status, uses and challenges of high-speed broadband in Kentucky.

More than 100,000 businesses, non-profits, health organizations, local governments and households in Kentucky will receive email messages this week asking them to participate in the survey. The email request to complete the online survey will be transmitted to recipients by SNG, on behalf of OBOD and its collaborators. The emails will contain the following URL links to two different forms of the survey that can be completed online. These links and the survey will be active until February xx.

Business and organizations survey**:**
http://sngoup.qualtrics.com/SE?SID=SV_cwQfonFDaLPQD5O&SVID=Prod

Household survey**:**
 http://sngoup.qualtrics.com/SE?SID=SV_8kvUZijWZ3Ajz2A&SVID=Prod

This online survey is a primary data collection resource that allows businesses, organizations and individuals to report directly on their access and use of broadband services. The results from the survey will help identify where and to what degree broadband is available statewide and for what purposes it is used on a regular basis. It will also provide specific information about how businesses, local governments, health-related, and other organizations incorporate broadband usage into their daily work and how households and individuals use broadband service in their daily lives.

" I enthusiastically urge those receiving email requests to participate in the survey do so because the results will help us better understand where we are and where we need to go, relative to broadband access and use", says xxx. "Kentucky's (and the nation's) future economic

growth and prosperity absolutely depend on the availability and use of **high-speed** broadband in every area of the state. We are especially concerned about rural and small town Kentucky because broadband access and utilization are still a challenge in these communities."

The Commonwealth of Kentucky received funding from the US Department of Commerce's National Telecommunications and Information Administration (NTIA) to carry out an in-depth, multi-year broadband mapping and planning project for Kentucky. Broadband availability data that is currently being collected and validated will populate Kentucky's new broadband map and will also be used in a national broadband map that is being developed by NTIA. The combination of validated broadband availability data and the utilization information that will be gleaned from the statewide broadband survey that is being launched today will provide the most accurate and highest quality of broadband information possible. This information is needed to guide the strategic policies and investments that are essential to building a 21st century platform for high speed broadband and technology-led economic development across our state.

A remarkably high-level of collaboration between a broad spectrum of organizations has characterized efforts to design and implement this statewide survey. Joining the Office of Broadband Outreach and Development in encouraging broad participation in the survey are the KADD, …….

About the Office of Broadband Outreach and Development:
Devoted to connecting people to the Internet and a better future, the OBOD ……

MEDIA CONTACT:

b. E-mail Invitation Businesses and Organizations to Take Survey

Secretary of Commerce (targeting general population – default invitation)

Subject: <   > Broadband Initiative

Dear <autofill name>

I am pleased to ask that you take a few minutes to complete this **very important** online survey on Internet uses and broadband benefits. It is essential that we expand the Commonwealth of Kentucky's access and use of broadband services across the state if we are to have a prosperous and competitive economy.

> **How does your business, organization or household use the Internet?**
>
> Participate now! (link)

 Your responses to this survey will help us understand how businesses, organizations, and individuals use and benefit from broadband. It will also assess the impact of our broadband investments, identify gaps in broadband access and use, and ensure that we have the necessary broadband capacity, services, and support to grow our economy. That's why it's so important to get **your** feedback.

This survey takes about 15 minutes to complete. You can do it in sections and continue to access it until it is completed. You may click on the link at the upper right of this message to complete the survey. Please complete the survey by < month, date, year >.

We are collaborating with the < companies, agencies, > to promote the importance of this survey, which is made possible by funding to < state, county, other > from < agency, organization, other>
as a part of our statewide effort to stimulate the economy through strategic broadband investments, mapping and planning.

I sincerely appreciate your participation in this survey.

Best Regards,

<   >
Department of Commerce

The survey is being administered by Strategic Networks Group, Inc. (SNG) under contract with < > Survey Privacy Policy is provided below. Be assured that your individual responses will be treated with strict confidence and will be used only for the purposes described above

Secretary of Health and Human Services (targeting health providers)

Subject: <   > Broadband Initiative

Dear <autofill name>

As a key provider in Kentucky's healthcare delivery network, I am sure you are aware of recent federal initiatives to improve outcomes through the expanded use of electronic health records and health information technology. Funding from the American Recovery and Reinvestment Act (ARRA), is providing a much needed boost to the necessary coordination and development of health information systems, training, collaboration and meaningful use of data to the benefit of the patients we all serve in one way or another.

How does your business, organization or household use the Internet?
Participate now! (link)

The Kentucky Department of Health and Human Services is collaborating with <   > on an important survey to improve the state's ability to access and utilize broadband services. This survey is being sent to more than 30,000 businesses and organizations, as well as 70,000 households. My agency, the Kentucky Department of Health and Human Services, is partnering with other agencies, public and private, to make sure this survey receives wide distribution and maximum response. Understanding how your organization currently uses and benefits from broadband services, or the lack thereof, will enable us to assess the current state of broadband availability in your community and to ensure that you will have the capability to serve your patients.

How we plan for the future must be based strategically on a thorough understanding of where we are today. That is why *your* feedback is so important.   The online survey takes about 15 minutes to complete. You can do it in sections and continue to access it until it's complete. You'll find the survey at (link). We would appreciate your completion of this survey by Months-Date-(Year)*.

The survey is being managed by Strategic Networks Group, Inc. (SNG) under contract with < >. SNG's Survey Privacy Policy is provided at the beginning of the survey. I have been assured that your individual responses will be treated with strict confidence and will be used only for the purposes described above.

Once again, we thank you for agreeing to participate in this important activity that will have long term benefits for health care delivery across our State.

Sincerely,

<   > Department of Health and Human Services

Nonprofits –

Subject: Kentucky Broadband Initiative

Dear <autofill name>

The <   > Center *for* Nonprofits is collaborating with
<_____>   on an important survey on Internet uses and
broadband benefits. The Commonwealth of Kentucky is implementing a
program funded through <   > which will provide a
much-needed benchmark of broadband availability and meaningful
adoption in our state which will enable strategic investments to position
Kentucky for the future.

> **How does your**
> **nonprofit use the**
> **Internet?**
>
> Participate now! (link)

In order to improve the state's ability to access and utilize broadband
services across Kentucky, this survey is being sent to more than 30,000 nonprofits, businesses, and other
organizations. Understanding how nonprofits use and benefit from broadband services enables our
state government to both assess the impact of broadband investments in your community and to ensure
that we have the services and support needed to take full advantage of broadband. That is why it is so
important to get *your* feedback.

The online survey takes about 15 minutes to complete. You can do it in sections and continue to access
it until it's complete. You'll find the survey at *(link).* We would appreciate your completion of this
survey by Month-Date-(Year).

Once again, we thank you for agreeing to participate in this important activity that will have long term
benefits for our state.

Best regards,

xxxx
President

The survey is being managed by Strategic Networks Group, Inc. (SNG) under contract with the State of <
>. SNG's Survey Privacy Policy is provided below. Be assured that your individual responses will be
treated with strict confidence and will be used only for the research purposes described above.

c. Web Site Announcement and Web Site Survey Access Page

Web Site Announcement of Survey

New Online Survey to Benchmark Kentucky Business and Household Broadband Usage

(January xx, 2011)- The Kentucky Office of Broadband Outreach and Development will be launching a new online survey to obtain information regarding Kentucky broadband access and usage as part of the Commonwealth's broadband mapping and planning project. The survey will provide businesses, decision-makers and citizens with the most comprehensive and current information on the status, uses, and challenges associated with high-speed broadband services in Kentucky.

The survey will focus on households and businesses throughout Kentucky and will collect information on broadband utilization, benefits, drivers for increasing adoption and the barriers to uptake of broadband services. The results will provide a better understanding of how businesses and households incorporate broadband technologies and applications into their daily work and lives.

The survey is expected to launch late January remain open through February. An effort will be made to invite all businesses in the Commonwealth, as well as randomly selected households. Potential participants will receive an email containing a link to the survey. Those who do not receive an e-mail but are interested in participating, can access through a link that will be provided here at xxxx.

Website access page sample:

On behalf of the Commonwealth of Virginia's Office of Telework Promotion and Broadband Assistance I ask you to take a few minutes to complete this very important online survey on Internet uses and broadband benefits. It is essential that we expand Virginians' access and use of broadband services across the state if we are to have a prosperous and competitive economy.

Your response to these questions will help us understand how businesses, organizations, and individuals use and benefit from broadband. It will also assess the impact of our broadband investments, identify gaps in broadband access and use, and ensure that we have the necessary broadband capacity, services, and support to grow our economy.

We are collaborating with the Center for Innovative Technology (CIT), the Commonwealth of Virginia's designated broadband mapping and planning agent, to promote the importance of this survey, which is made possible by an award from the National Information and Telecommunications Agency (NTIA) and is part of NTIA's national effort to stimulate the economy through strategic broadband investments, mapping and planning.

This survey takes about 20 minutes to complete. You can do it in sections and continue to access it until it is completed. You can access the survey by clicking the link provided below. Please complete the survey by September 14th.

I sincerely appreciate your participation in this survey.

Best Regards,

xxx
Office of Telework Promotion and Broadband Assistance
Commonwealth of Virginia

Survey for businesses and organizations
< http://sngroup.qualtrics.com/SE?SID=SV_8q2cS2vj20765ms >

Survey for households
 < http://sngroup.qualtrics.com/SE?SID=SV_eMbdVMN8OxzHCJe >

d. Stakeholder Invitation to Participate

Kentucky Internet Utilization Survey

Background: The Commonwealth of Kentucky has contracted Strategic Networks Group to undertake a survey in <month, year> on internet connectivity and utilization.

- SNG has invited approximately 30,000 organizations in the Commonwealth of Kentucky to fill out an on-line questionnaire on Internet connectivity and utilization. The standard survey is detailed and takes 15 – 20 minutes to fill out. Organizations to be contacted will include businesses, non-profit organizations, and public and health agencies.
- Health organizations should have received an e-mail invitation from <   > Health and Human Services <   >. Periodic reminders will be sent until the survey closes, later next week. This is the preferred way of accessing the survey. However, if a person, business or organization does not receive this invitation, they can access the survey through the <   > web site (web address URL).
- SNG has the ability to sort and analyse responses by industry sector of which there are XX health categories. We will also be able to analyse responses by geographic location.
- We will be inviting 70,000 households to fill out a shorter questionnaire on their internet use.
- At the direction of the contracting agency, <   > we will be including questions on telehealth in both the organizational and household surveys. We can target telehealth related questions at health providers and at households with chronic or other health issues.

The Benefits

- Results of the survey will be made available to health organizations.
- The survey will identify patterns, barriers, opportunities and gaps in utilization of broadband, broken down by type of institution, care providers or potential home health client. The survey will identify which uses provide the greatest benefits (revenues, health outcomes, administrative efficiencies).
- Information from the survey will inform a strategy for promoting increased and more productive take-up of telehealth.
- An evidence based strategy can assist in developing a sound and sustainable business case for telehealth use by individual institutions and practices.

The Constraints

- Time: There is a limited time to respond to the survey. The survey was deployed in late April and will close next week. The time lines are subject to the requirements of the contracting agency – <   >.

e. Letters of Encouragement

General business support request

Dear ----------,

You should recently have received an email request from <state, county, other > Secretary of Commerce < office holder name > asking you to participate in <state, county, other > important online survey of how citizens of < state, county, other> use the Internet and how we are (or are not) benefiting from the availability of high speed broadband.

On or about <Month, Date>, all businesses and organizations in <state, county, other > should have received an electronic invitation to this internet utilization survey. The invitation includes a link to the survey and we encourage you to use this link. If however, you have not received an invitation, please click now on the link at the upper right to participate in this survey. Your input is definitely needed and the survey will take only about 15 minutes to complete.

High-speed broadband service is necessary, not only to < state, county, other > economy and our ability to prosper in the future, but to the ability of local governments to conduct our business efficiently and effectively. This survey will give us valuable information about how local governments, other organizations, and businesses use and benefit from broadband, assess the impact of broadband investments, and identify gaps in broadband access and use.

All business, institutions and government - municipalities, townships, counties - and the state as a whole will benefit greatly from the information to be gained from this survey and we urge that you take the time to complete the survey.

Sincerely,

Health Services Sample 2
Dear ----------,

You should recently have received an email request from < state, county, other > Health and Human Services < office holder > asking you to participate in < state, county, other > important online survey of how < state, county, other > use the Internet and how we are (or are not) benefiting from the availability of high speed broadband.

On or about <Month-Date>, heath sector organizations and businesses in < state, county, other > should have received an electronic invitation to this internet utilization survey. The invitation includes a link to the survey and we encourage you to use this link. If however, you have not received an invitation, please click now on the link at the upper right to participate in this survey. Your input is definitely needed and the survey will take only about 15 minutes to complete.

High-speed broadband service is necessary, not only to < state, county, other>
economy and our ability to prosper in the future, but to the ability of health organizations and businesses to provide services efficiently and effectively. This survey will give us valuable information about how health services, other organizations, and businesses use and benefit from broadband, assess the impact of broadband investments, and identify gaps in broadband access and use.

The health sector and the state as a whole will benefit greatly from the information to be gained from this survey and we urge that you take the time to complete the survey.

Sincerely,

Draft: Encouraging Email for Minority Businesses

Dear ----------,

You should recently have received an email request from < state, county, other> Secretary of Commerce <name of sender> asking you to participate in <state, county, other> important online survey of how <state, county, other> use the Internet and how we are (or are not) benefiting from the availability of high speed broadband.

On <month, date>, all businesses and organizations in <state, county, other> should have received an electronic invitation to this internet utilization survey. Two follow-up reminders will be sent out in the next two weeks. The invitation includes a link to the survey and we encourage you to use this link. If you do not receive an invitation, we encourage you go to the <host agency> website where you can find a link to the survey: <web address, URL>. Your input is definitely needed and the survey will take only about 15 minutes to complete.

High-speed broadband service is necessary, not only to <state, county, other> economy and our ability to prosper in the future, but to the ability of businesses and their economic development organizations to conduct our business efficiently and effectively. This survey will give us valuable information about how businesses and other organizations use and benefit from broadband, assess the impact of broadband investments, and identify gaps in broadband access and use.

The <agency name> Office of Minority Business Development and the state as a whole will benefit greatly from the information to be gained from this survey and we urge that you take the time to complete the survey.

Sincerely,

Draft: Encouraging Email for Counties and Municipalities

Dear ----------,

You recently received an email request from <host agency, state, county, other>
asking you to participate in <state, county, agency, other > important online survey of how the citizens
of <state, county, other > use the Internet and how we are (or are not) benefiting from the availability of
high speed broadband. If you have not already done so, please retrieve your email invitation and follow
the link provided. If you no longer have the original e-mail invitation, click now on the link at the upper
right to participate in this survey. Your input is definitely needed and the survey will take only about 15
minutes to complete.

High-speed broadband service is necessary, not only to <state, county, other>
economy and our ability to prosper in the future, but to the ability of local governments to conduct our
business efficiently and effectively. This survey will give us valuable information about how local
governments, other organizations, and businesses use and benefit from broadband, assess the impact of
broadband investments, and identify gaps in broadband access and use.

The < county, region > and the state as a whole will benefit greatly from the information to be gained
from this survey and we urge that you take the time to complete the survey.

Sincerely,

Draft: Encouraging Email for Economic Development Organizations

Dear ----------,

You should recently have received an email request from < state, county, other > Secretary of Commerce < office holder name > asking you to participate in < state, county, other> important online survey of how <state, county, other> use the Internet and how we are (or are not) benefiting from the availability of high speed broadband.

On <Month, date>, all businesses and organizations in <state, county, other> should have received an electronic invitation to this internet utilization survey. The invitation includes a link to the survey and we encourage you to use this link. If you do not receive an invitation, we encourage you go to the <organization> website where you can find a link to the survey: < web address, URL>. Your input is definitely needed and the survey will take only about 15 minutes to complete.

High-speed broadband service is necessary, not only to <state, county, other> economy and our ability to prosper in the future, but to the ability of economic development organizations to conduct our business efficiently and effectively. This survey will give us valuable information about how businesses and other organizations use and benefit from broadband, assess the impact of broadband investments, and identify gaps in broadband access and use.

The <name of organization> Economic Development Agency and the state as a whole will benefit greatly from the information to be gained from this survey and we urge that you take the time to complete the survey.

Sincerely,

5. e-Solutions Benchmarking Deployment Process

The following provides an overview of key steps, timing, process flow, and roles and responsibilities for deployment of e-Solutions Benchmarking. The goal of this overview is to align the participants to the sequence of activities to enable efficient deployment of the survey, analysis and reporting of e-solutions benchmarking results. The shaded sector on the chart below indicates action areas.
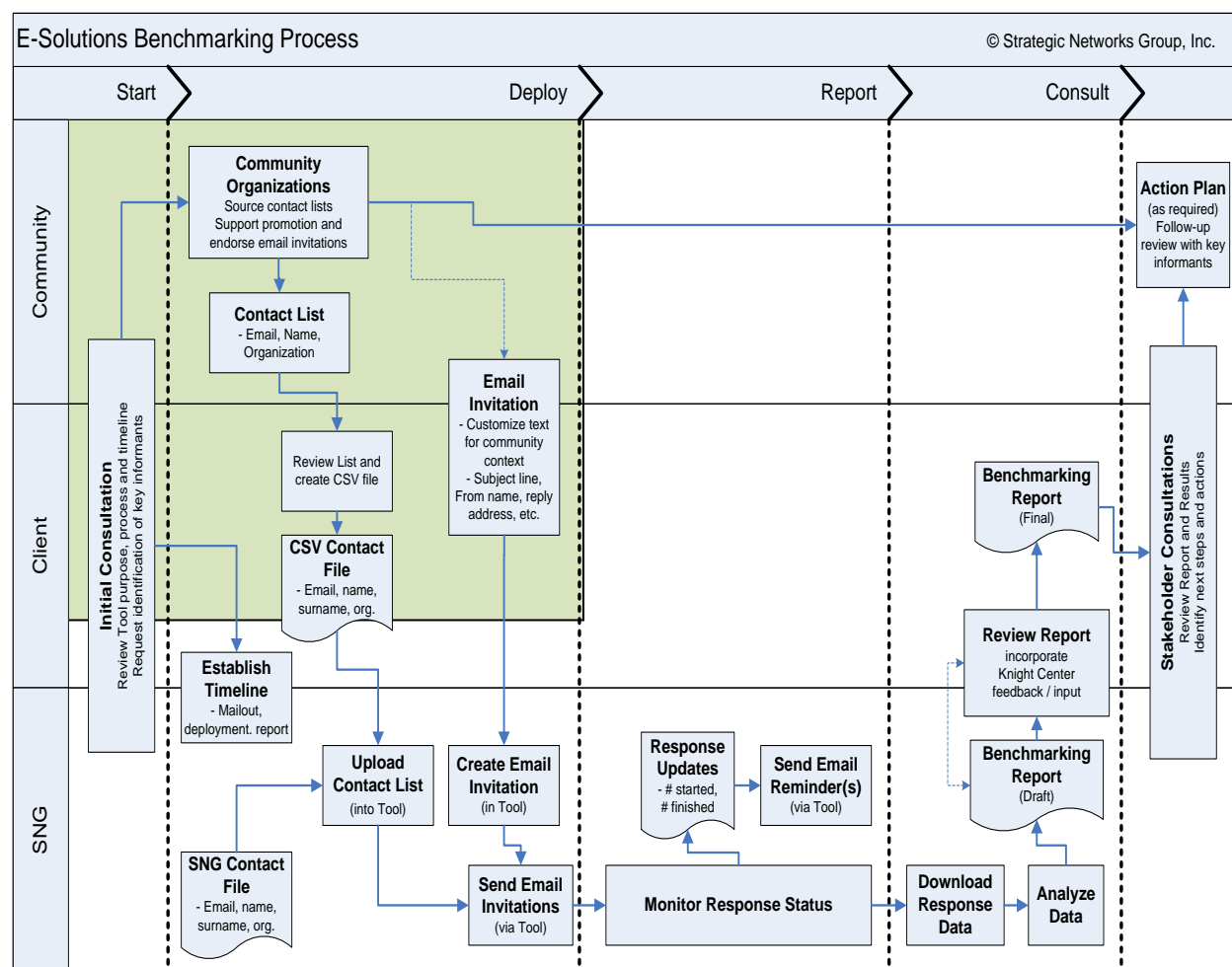
Fundamental to e-Solutions Benchmarking is the collection of primary research data from broadband users – businesses, organizations, institutions, and households. The data collection is accomplished through SNG proprietary surveys. The surveys are deployed as online surveys.

Endorsement by regional stakeholders provides additional credibility for the initiative, enhances the use and communication of the research outcomes, and opens additional channels for promotion and awareness. Examples of stakeholders include business associations, chambers of commerce, municipal and county government and economic development agencies.

The following are key elements of the e-Solutions Benchmarking process:

A. Online surveys are deployed through direct email invitation to target respondents who can opt-in to access the survey via an link that is provided in the email. Online surveys are the first and primary method of data collection due to cost-effective breadth of reach.

B. Email invitations addressed directly to target respondents from a known entity or organization increase the likelihood of receiving attention and action. The invitation should include a brief explanation of the purpose of the research and the importance of the recipient's participation in the survey.

C. Promotion of the research initiative is key to creating awareness of its importance and value, and to encourage participation and may include a number of methods as appropriate for the region and local context, such as:
   - Web announcements on Client or stakeholder websites
   - Newsletter announcements
   - Requests for participation through local business and community organizations
   - Press releases
   - Interviews and articles in local news media
   - Announcements included in existing direct mail (e.g. bill inserts)

D. Once the preparatory steps are taken and email invitations are sent, SNG monitors the survey response status. If the number of responses being received is not tracking toward the target sample size then one or more methods may be used to increase the responses, including:
   - Sending email reminders to invitees
   - Additional promotion
   - Extension of survey deadline

Contact lists are required to invite participation in the surveys. SNG provides the primary contact list, which it purchases from a "contact list" provider. Additional contact lists that target key constituencies are a valuable addition to the primary contact list. These additional contact lists must be sufficiently reliable and current, and be of sufficient size to achieve the target number of survey completions.

Contact Lists and Invitation Methods

Contact lists are required to invite participation in the surveys. Contact lists must be sufficiently reliable and current, and be of sufficient size to achieve the target number of survey completions. Targeted lists for specific constituencies or sectors can be very valuable and ensure strong participation in the survey by key sectors (such as tele-health providers, anchor institutions, priority industries).

Multiple list sources may introduce limitations and constraints on response rates, data collections, and the resulting analysis. SNG experience has shown that effective email invitations and the ability to send email reminders significantly increases the response rates. The following is an assessment of possible contact list sources:

Source and Deployment Method	Benefits	Limitations
SNG Source List (preferred)	• High quality contact list - reliable and current • Sufficient number of contacts • Email invitations sent by SNG • SNG system response tracking • Email reminders sent by SNG • Includes geo-coding information • Includes additional details for analysis • Phone deployment (optional)	•
Client contact list provided to SNG for deployment	• Email invitations sent by SNG • SNG system response tracking • Email reminders sent by SNG • Reduces contact list costs	• May not be sufficient size • May not include geo-coding • Requires verification and cleaning for deployment
Contact lists provided by other local organization(s) to SNG for deployment	• Email invitations sent by SNG • SNG system response tracking • Email reminders sent by SNG • Reduces contact list costs	• May not be sufficient size • Unlikely to include geo-coding • Requires verification and cleaning for deployment • Multiple list consolidation and removal of duplicates
Contact lists provided by other local organization(s) with invitations sent by list owner(s)	• Avoids privacy and confidentiality concerns of sharing list • Reduces contact list costs	• May not be sufficient size • Unlikely to include geo-coding • No response tracking • List owners send email reminders, or no reminders • No list consolidation or removal of duplicates • Phone list needed for phone surveys